

# NCPA Guide

## Gender and Corruption

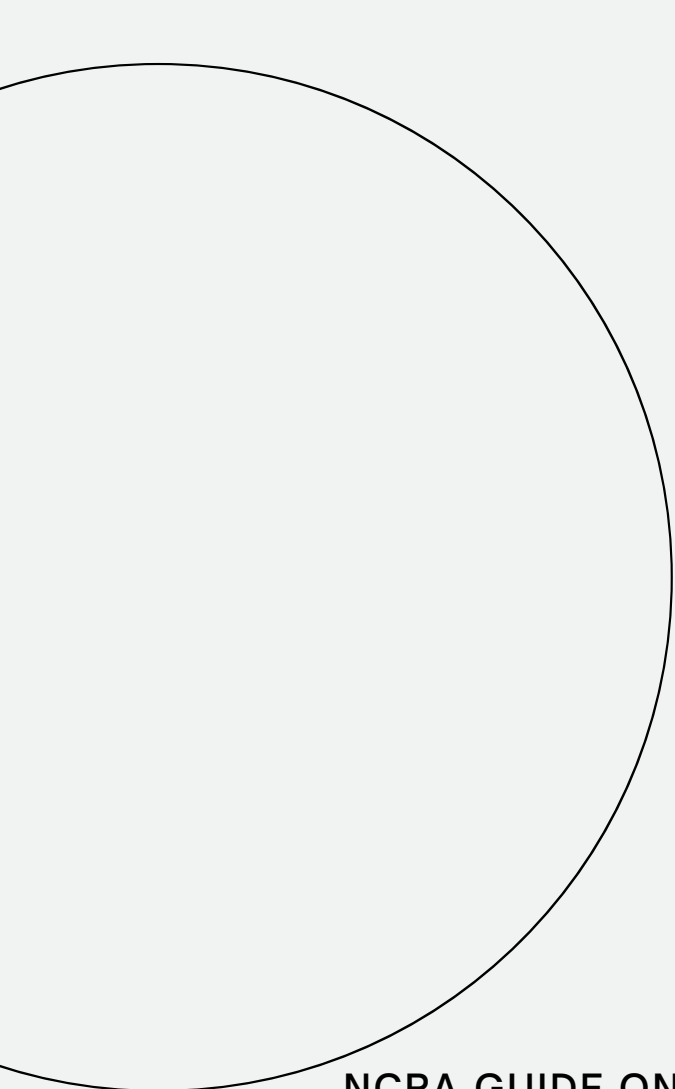
**NCPA**  
**2022**



NCPA SECRETARIAT 2022  
NATIONAL TRANSPRENCY AUTHORITY -  
GREECE



NETWORK OF CORRUPTION  
PREVENTION AUTHORITIES



# The NCPA Working Group

**NCPA GUIDE ON GENDER AND CORRUPTION**

**WORKING GROUP**

**COORDINATING AUTHORITY**

Agency for Prevention of Corruption of the Republic of  
Serbia, REPUBLIC of SERBIA (RS)

**MEMBERS**

Commission For the Resolution of Conflicts of Interest,  
CROATIA (HR)

State Commission for Prevention of Corruption,  
NORTH MACEDONIA (MK)

*Contributions to this Guide have been submitted by the NCPA members:  
Al, BG, EC, GR, HR, IT, JO, MA, MD, MK, PS, RS, SK, UK.  
and the NCPA Observer:  
ES - Balearic Islands*

# NCPA GUIDE ON GENDER AND CORRUPTION

## INTRODUCTION

The present Guide on Gender and Corruption is designed in accordance with the NCPA Annual Workplan, as approved by the NCPA plenary of May 2022.

The working group members have elaborated and distributed a questionnaire to all members of the network with the aim of collecting data on their practical experience. The following step (*from May to September 30th*) was dedicated to the processing of members' data and to the compilation of their opinions on gender anti-corruption measures and interventions.

The Guide is structured in three sections. In the first part, the basic statistics are depicted and in the second part, members explain the ways they have incorporated gender into their anti-corruption strategies. The third section is about the ways that gender may be introduced within NCPA work.

The key findings of the Guide, as presented below, are going to be used for discussing the possibility of introducing the Gender and Corruption topic in NCPA agenda as well as in future programs and activities of the network.

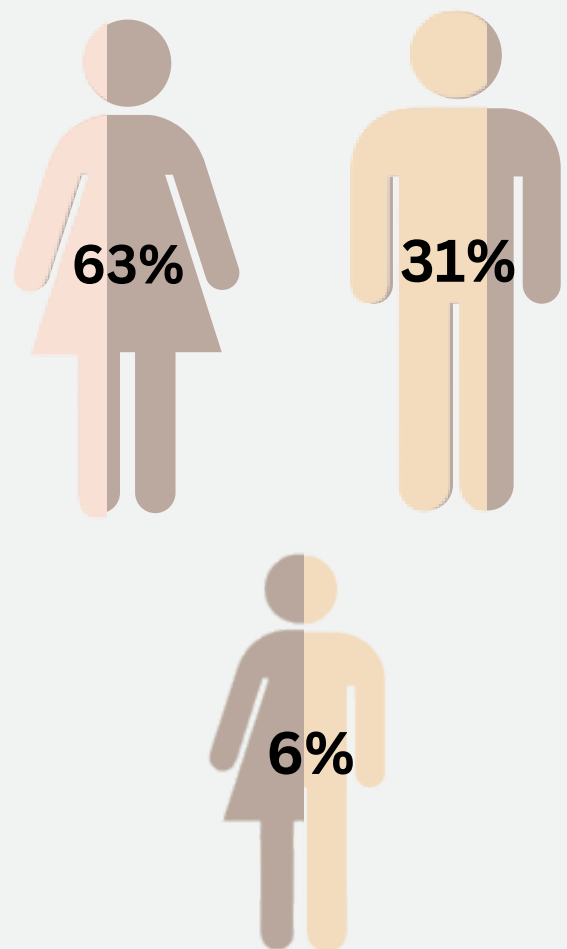
# About the Survey

## Type of Institution

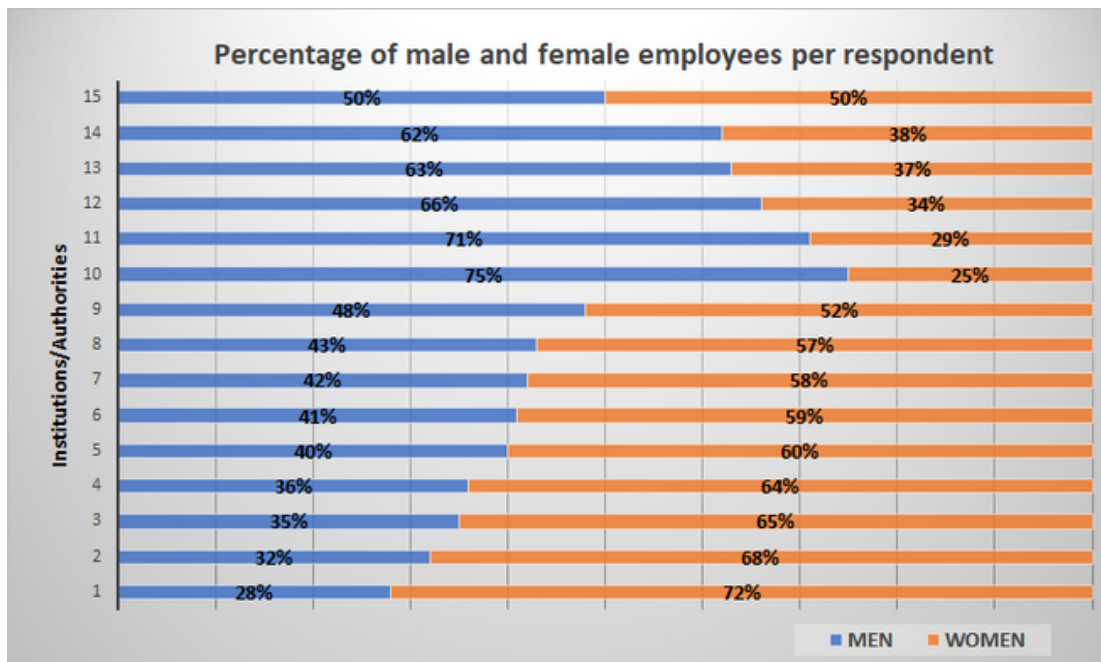
Sixteen respondents filled out the questionnaire, representing the 50% of the members participating in NCPA network from Europe, Latin America and Asia. As for the respondents' profile, almost 69% of respondents represent independent anti-corruption authorities, 12,5% represent the Ministries of Justice, and three 18,5% of respondents represents other institutions (i.e. Supreme Audit Institution of Ecuador etc.).

## The percentage of male and female employees in the respondents' institutions

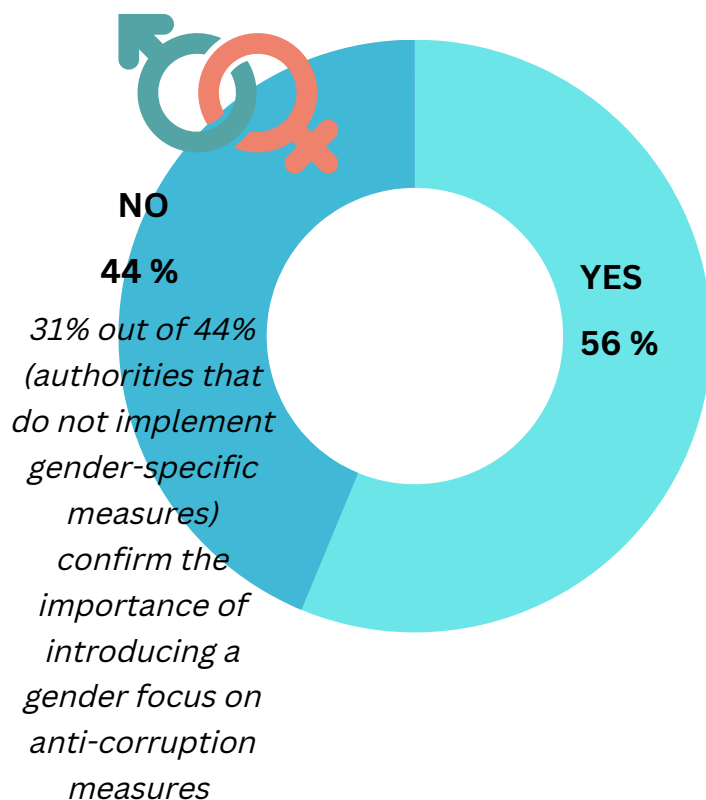
In almost 63% of the respondents' institutions, the percentage of female employees is higher, while in 31% the percentage is opposite and the percentage of male employees is higher. Only in one case, representing 6%, the percentage of female and male employees is equal. *One respondent didn't give the percentage of female and male employees, instead of that, the respondent stated that the female employees are forming a large number of all employees of the Anti-Corruption Commission.*



In particular the percentage of male and female employees per Authority is depicted below.



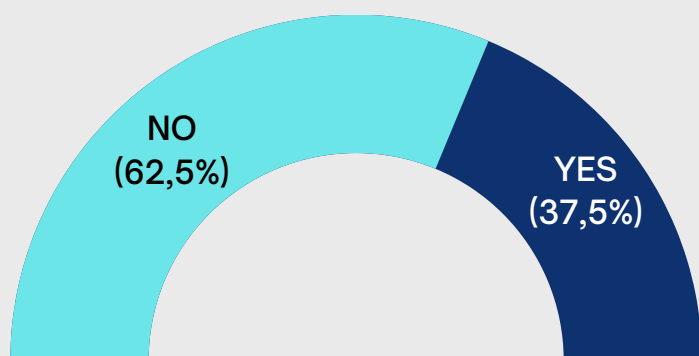
## Existence of gender – specific measures to prevent corruption



56% of the respondents already have gender-specific measures to prevent corruption (for example, anti-corruption plans and strategies, anti-corruption trainings, awareness raising initiatives or projects that include Gender and Corruption topics).

"...It is now more and more important to understand the connections between gender and corruption in order to be able to include that perspective in the anticorruption work....."

## Consultation with stakeholders dealing with gender-oriented matters during designing an anti-corruption strategy



**Palestinian Anti-Corruption Commission (PACC):** When developing the National Cross-Sectoral Strategy for Integrity and Anti-Corruption 2020-2022 all representatives of the gender sector institutions (i.e. the Ministry of Women Affairs and CSOs) were invited to participate in setting the required policies and interventions to achieve equality within the Cross-Sectoral Strategy's themes. As a result, those interventions were translated into activities of the Gender and Human Rights Program.

### **Ministry of Justice of Albania:**

*in the drafting process of the new Anti-Corruption strategy, there were invited stakeholders dealing with women initiatives mainstream.*

For the **National Anticorruption Strategy of Ecuador**, the consultation with the main institutions of all State functions was carried out under the supervision of the Presidency of the Republic.

# 3 ways to introduce gender perspective in Anti - Corruption Policy



## 1. COOPERATION WITH INTERNATIONAL ORGANISATIONS

The **Supreme Audit Institution of ECUADOR** has committed to a series of agreements at both the national and international level, regarding gender equality.


The **Declaration of Santo Domingo** of the **Latin American and Caribbean Organization of Superior Audit Institutions** (OLACEFS), signed by in 2012, states that *"the role, presence, and influence of female officials in management positions have been highlighted in relation to the nature of programs of Supreme Audit Institutions, in the fight for transparency, accountability and combating corruption in their respective societies, all framed within parameters such as the proper application of public spending and citizen satisfaction"*

The **Declaration of Cusco**, signed in 2014, also within the framework of OLACEFS establishes in its first article that this regional organization will *"direct efforts to strengthen public governance for the benefit of economic and social development and environmental sustainability within the framework of public auditing, with a comprehensive gender approach (...) with attention to the areas of greatest risk that affect the achievement of the new millennium goals and those prioritized by the countries, also considering those sectors identified with greater vulnerability to corruption."*

The Comptroller General of the State approved the implementation of the OLACEFS Gender Equality and Non-Discrimination Policy in January 2022 and prioritized the link between gender and corruption by mentioning that the Special Session of the United Nations General Assembly against Corruption *"praises the role of SAs in the prevention and fight against corruption, establishing the need to understand the links between gender and corruption, recognizing the differentiated impact of this phenomenon on women"*.

As part of the implementation of OLACEFS, the institution has constituted an internal group, that is currently evaluating the feasibility of applying more than 100 recommendations. In that sense, special attention has been given to the possibility of promoting in the near future audits on gender sensitive budgeting.





**The State Commission for Prevention of Corruption of North Macedonia** identified as the first attempt to discuss the links between corruption and gender inequality and to address the national context and international (OSCE) commitments in the areas of democratic governance and the prevention of corruption, gender-specific forms of corruption, the correlation between women's representation in political life, and levels of corruption, the research GENDER ASPECTS OF CORRUPTION WITH A REVIEW OF THE REPUBLIC OF NORTH MACEDONIA, conducted by the OSCE Mission to Skopje. It is considered as the pioneering step in opening a debate, raising the topic to a higher level of attention among policy makers, civil society and the general public towards recognizing, documenting and institutionalizing gender-based forms of corruption in national legislation and, ultimately, contribute to reducing the impact of corruption on women.

## 2. MAINSTREAMING GENDER IN ANTI-CORRUPTION STRATEGIES

The **National Anti-corruption Centre (NAC) of the Republic of Moldova**, within the framework of the Action Plan regarding the implementation of the National Implementation Program of United Nations Security Council Resolution 1325 on Women, Peace, and Security for 2018-2021 has organized/developed:

- several trainings regarding gender equality and the prevention of sexual discrimination and harassment for the NAC staff.
- the changing of the Code of conduct of the authority's officers, adjusted from the perspective of equality and non-discrimination in the performance of professional duties and the supervision of compliance with it.
- Introducing the option of flexible work hours for female and male parents into the system, based on the report submitted to the management of the institution by the competent unit.
- an internal reporting mechanism for harassment and gender-based violence was developed
- in order to ensure the reviewing and adjusting of the recruitment procedures on a non-discrimination and gender equality basis and to promote best practices in terms of transparency and integrity of the promotion system, the Regulations on i) the Promotion to Public Position with Special Status of NAC Officers, ii) the selection and hiring for the positions of:
  - Deputy director of NAC
  - Head of the Criminal Assets Recovery Agency (CARA)were elaborated and adjusted from the perspective of gender equality.

**The Palestinian Anti-Corruption Commission (PACC)**, following the process of developing and implementing the National Anti-Corruption Strategy 2012-2014, 2015-2018, in addition to participating in developing a set of complementary and supportive strategies to the National Anti-Corruption Strategy, such as the development of the Women Strategic Anti-Corruption Trends in Palestine in 2017[1] in cooperation with the Palestinian Working Women Society for Development, launched the National Anti-Corruption Strategy 2020-2022[2].

In October 2020, PACC developed an ambitious structure to enhance the achievement of its assigned tasks at all levels. As a result, a necessity emerged to introduce new general administrations and units within this structure, including the Gender and Human Rights Unit. This unit responds to the best international and regional practices in promoting concepts of gender, and promotes mainstreaming the principles and standards of human rights within the work of PACC.

PACC developed a set of programs such as the Gender and Human Rights Program resulting from the National Cross-Sectoral Strategy for Integrity and Anti-Corruption 2020-2022, which includes interventions related to the “Women Strategic Anti-Corruption Trends in Palestine in 2017” in a perfect alignment with PACC’s Anti-Corruption Strategy 2021-2023.

*[1] Women Strategic Anti-Corruption Trend Document available on <https://www.pacc.ps/library/viewbook/118>*

*[2] Based on the Council of Minister’s decision, all sectoral and cross sectoral plans were extended for one year post the COVID-19 pandemic (to end in 2023).*

**The Jordanian Integrity and Anti-Corruption Commission's (JIACC)** executive plan has a part for Women Empowerment for the year 2022, which was presented to the National Committee for Women's Affairs and requires the approval of the higher management for approval in its final form.

**The National Agency on Corruption Prevention of Ukraine:** The Anti-corruption Strategy proposes a number of measures to problems identified that indirectly relate to issues of gender equality. The access to educational institutions and the course of the educational process, which contain corruption risks, the solution of which will ensure the enrollment of persons in educational institutions, the process of obtaining an education and evaluating the results of education transparently and on the basis of objective criteria, regardless gender. There are also administrative acts that relate to the establishment of gender equality. The issue of ensuring equal rights and opportunities for women and men was conceptually included in the Government's Activity Program and reflected in the Government's priority action plan. Important strategic steps have been taken in the field of gender equality, such as:

- Approval of the second National Action Plan for the implementation of UN Security Council Resolution 1325 "Women, peace, security" until 2025;
- Joining the Government of Ukraine to the international initiative "Partnership of Biarritz" and approving the Plan of measures to fulfill the commitments undertaken by Ukraine, the implementation of which is calculated until 2024;
- Approval of the Concept of communication in the field of gender equality and development of its Plan implementation;
- Adoption and signing of Law No. 2319-IX "On Ratification of the Council of Europe Convention on the Prevention of Violence Against Women and Domestic Violence and Combating These Phenomena";
- Joining the Government of Ukraine to the International Coalition for Equal Pay (EPIC);
- Creation of the Sectoral Working Group "Gender Equality" on coordination of international technical assistance;
- Creation of the Commission on coordinating the interaction of executive authorities to ensure equal rights and opportunities for women and men, chaired by the Vice Prime Minister for European and Euro-Atlantic integration;

- Adoption of an order on the participation of the Government of Ukraine in the International Initiative "Coalition of Actions to Promote the Achievement of Gender Equality", launched by the structure of the United Nations Organization for Gender Equality and the Empowerment of Women (UN Women) together with the governments of Mexico and France.

An anti-corruption strategy (adopted in 2015) and a three-pronged action plan (adopted in 2020) already are in place and contain several measures and initiatives against corruption with gender mainstream, within the prevention-punitive-awareness raising of anticorruption. **The Ministry of Justice of Albania** in the role of the National Coordinator Against Corruption plans regularly and organizes events, dedicated to women approach and intervention.

**The Agency for Prevention of Corruption (APC) of the Republic of Serbia** has elaborated a Manual on introducing gender policy into the Authority's work and indicators to measure progress are also developed while gender activities are also part of the internal operational plan, included in the annual budget.

### 3. EDUCATION AND AWARENESS RAISING INITIATIVES

A recent awareness raising initiative has been implemented by **the National Transparency Authority of Greece** in cooperation with the General Secretariat for Family Policy and Gender Equality. Both Authorities co-organized an online discussion on: "How can women in high-level posts help mainstreaming integrity policies". The discussion was attended by many representatives of national public agencies, the Institute of Internal Auditors and also by professionals of private and public sector. Among the key findings of the discussion was the importance of the leading role of women in mainstreaming integrity policies.

**The National Anti-corruption Centre (NAC) of the Republic of Moldova** carries out various educational activities (seminars, thematic sessions, awareness campaigns etc.) and also trainings through games, consultative and methodological support. During these anti-corruption trainings, along with the topics that aim at measures to ensure institutional integrity, transparency, it is also presented the offender profile accused of corruption, the analysis of the situation from a gender perspective which indicates the exposure ratio to acts of corruption. On the basis of the portrait structure of the accused individual on acts of corruption - a study developed by the Analytical Directorate of NAC, with criteria applied as: age, gender, studies, workplace, type of function, criminal record, as well as the value of the offered and claimed bribe and presented the gender-based involvement within the committed acts of corruption.

A dedicated training on gender approaches is organized for the technical staff of the anticorruption directorate in June 2022, with OSCE presence **in Tirana**, in order to increase the role of women in the anticorruption fight.

As members of the OLACEFS's Gender Working Group, **the Supreme Audit Institution of Ecuador** has also been part of several initiatives that seek to incorporate the gender perspective in the control actions carried out by the institution. In 2021, a webinar was held in which the Audit Institutions of the region exchanged data and information regarding sextortion, a phenomenon whose incidence has also been observed in the workplace.

EXAMPLES OF GOOD PRACTICES

# Examples of Good Practices



NCPA SECRETARIAT 2022  
NATIONAL TRANSPRENCY AUTHORITY -  
GREECE

## THE CASE OF SERBIA

The Agency for Prevention of Corruption (APC) has an obligation to meet the provisions of the Law on Gender Equality concerning gender statistics, introducing a gender perspective in all strategies, action plans, and work plans, strengthening gender competencies, and creating, financing, and implementing special measures that contribute to closing the gender gap in the field of action, as well as improving gender competences of employees and working women and men.

From May to July 2021, with the support of the OSCE Mission to Serbia, a specialized training for APC employees has been taken place on introducing gender perspective in the work of APC.

In addition, the Gender Perspective of the Prevention of Corruption - manual for measuring progress in contributing to the improvement of gender equality through the work of the APC was created as a partnership between gender-responsive policy planning and budgeting experts and the APC employees as a pioneering endeavor. The goals of the manual and tool are to enable the practical application of tools for introducing the gender perspective in accordance with the competencies and plans of APC; as well to measure the progress in APC's commitment to improving gender equality by exercising its competencies and fulfilling obligations under the Law on Gender Equality and the Budget System.

The Manual contains a matrix consisting of seven dimensions of gender impact in the field of corruption prevention and is designed to contribute to the achievement of outcomes such as improved status of gender statistics and records in APC, gender analysis of APC activities and budget, priorities singled out for work on improving gender equality, and drafting a work plan to improve gender equality for the next 12-24 months.

Each Sector (in total 10) within the APC, gave 10 indicators with status, sources of information, grade and recommendations. As a joint work, in October 2021, gender-responsive policy planning and budgeting experts and the APC employees drafted the First report on integrating the gender perspective in prevention of corruption. The initial assumption was that in collecting data on the starting condition, most indicators will not be rated high, as expected. After the first measurement, it was determined that the starting state was such that the APC has done a third of the work (32%). Nevertheless, the APC needed to take the additional steps that were proposed in the "recommendations" between the two measurements for the improvement of gender equality within the mandate of the APC, in accordance with the Law on Gender Equality, the Law on Prohibition of Discrimination, and the Law on the Budget System. The main recommendations were focused on the changes in methodologies, forms, and procedures used by APC; improvement of software solutions to increase the



availability of gender-responsive data; and improvement of statistics and records; changes in the ways or scope of cooperation activities related to communication and visibility of the results of work on the promotion of gender equality and recommendations prepared by the APC for other bodies; and proposals for amendments to law for a stronger integration of the gender perspective in the prevention of corruption. Based on these recommendations, some of the APC gender-responsive activities were planned and conducted individually, and other as part of APC internal operational plan, funded by the APC annual budget.

Based on the findings, the Second report on integrating the gender perspective in the prevention of corruption will be finalized by the end of 2022.

For further increasing awareness on the importance of the topic, the APC, with the support of the OSCE Mission to Serbia, organized the International Conference on the “Gender policy as a necessity or opportunity - with policy of equal opportunities towards more effective prevention of corruption” in 2021 (*on the International Anti-Corruption Day, December 9th*) and an educational panel "Gender dimension in the implementation of anti-corruption policies" for representatives of civil society organizations and the media in October 2022.

## **INTERNAL ACTS THAT DEFINE THE PROCEDURE FOR DEALING WITH GENDER-BASED INTERNAL REPORTS OF CORRUPTION**

### **THE CASE OF PACC**

2020: Introduction of a Gender and Human Rights Unit within PACC's organizational structure.

### **Institutionalizing gender and human rights at the internal level of PACC:**

- Implementing a gender audit and verifying that human rights are present in the PACC's policies and integrated into its plans and programs
- Developing SOPs for gender and human rights.
- Developing indicators to enhance integrity and governance measures and anti-corruption efforts from a gender and human rights perspective.

### **Complaints, inquiries, investigations, and protection should be observed in accordance with human rights and gender standards and principles:**

- Preparing a guideline and a set of instructions within PACC, taking into account human rights and gender peculiarity in dealing with complaints and in the investigation and verification processes, granting protection and circulating it to the competent human resources in PACC.

- Reviewing the complaints system in force at PACC from a gender and human rights perspective.
- Preparing and implementing an awareness program for service providers in PACC in order to raise their awareness of gender concepts and human rights standards and principles.
- Preparing a program that aims to provide psychological support to those who have applied for protection and whose requests have been accepted; focusing on the protection provided to female whistleblowers and the defendants and training the Witnesses and Whistleblowers Protection Unit on it.
- Ensuring the environment for submitting complaints, investigation sessions, and providing protection are sensitive to gender and human rights, especially in light of a new building under construction for PACC.

**Achievement:** In accordance with the requirements of ISO 9001, PACC developed its daily operations through a set of SOPs for all its departments and units, including an SOP that governs and regulates the processes related to the Gender and Human Rights Unit, so that PACC is responsive and sensitive to gender and human rights issues. The gender audit will be completed at the end of 2022.

### **Reports of gender-based external allegations of corruption**

Statistical indicators related to corruption cases on the basis of gender regarding PACC's provided services, Quantitative Indicators Related to Law Enforcement:

- Number of the received complaints and reports according to the source of complaint/gender.
- Number of the received complaints and reports according to the accused party/gender.
- Received protections requests according to the applicant's gender.
- The number of mandate-holders to submit financial disclosure statements/ according to gender.
- Number of completed and received financial disclosure statements to PACC/ according to gender.

## THE CASE OF SUPREME AUDIT INSTITUTION OF ECUADOR

Since 2016, the Supreme Audit Institution of Ecuador has systematized the main legal documents on gender issues in South America. This information is in Spanish, and it has been added to the data compiled by the Supreme Audit Institutions of the MERCOSUR and Associated Countries (EFSUR) and used to carry out activities that promote equality of rights and duties, without exclusion of gender in South America. The Compilation of Gender Regulations is prepared annually as part of the commitment to develop thematic studies that can be presented to strategic peers. The report contains the main international and regional regulations, constitutional provisions, and national legislation, with a focus on labor, political, civil, criminal, and other related rights that ensure the equal participation of men and women in society. The Compilation of Gender Regulations allows supreme audit institutions to review public policies, learn about the impact of gender in the legislation of EFSUR member countries, and the implementation of gender regulations within the Supreme Audit Institutions (SAI). In addition, it constitutes a consultation and analysis tool for citizens. In the latest edition of said regulation, published in 2019 on the portal of the Supreme Audit Institutions of the countries of South America (EFSUR), significant progress is recorded in the region on the equal participation of men and women in different areas of life, public and private, some countries have even recognized sexual diversity and same-sex marriage.

INTRODUCING GENDER IN NCPA

# Introducing gender perspective in NCPA work

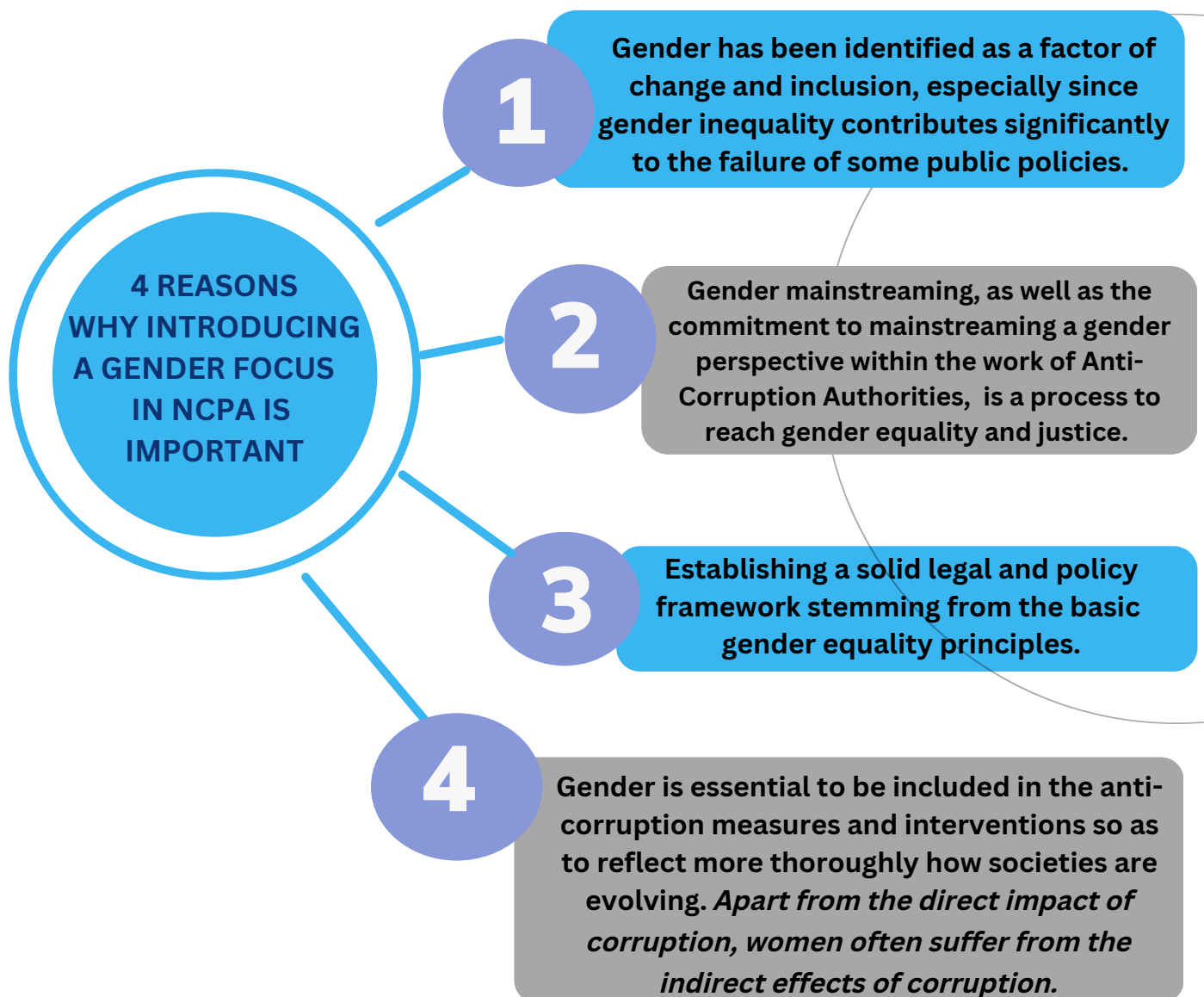


NCPA SECRETARIAT 2022  
NATIONAL TRANSPRENCY AUTHORITY -  
GREECE

## INTRODUCING A GENDER FOCUS IN NCPA WORK

### WHY IT IS IMPORTANT

".....By addressing corruption from the gender and identity diversity perspective makes corruption visible as a phenomenon that not only affects the public treasury, legitimacy, and the legal system of the State, but also deeply violates the guarantee of rights, deepens inequitable and discriminatory scenarios, and facilitates the reproduction of different types of gender-based violence..... "



# Ways to introduce gender focus in the work of NCPA

## INDICATIVE MEASURES-INITIATIVES

### NEWSLETTER, FOCUSED GUIDELINES, FOLLOW-UP INDICATORS AND A NCPA PUBLIC REPORT

- A statistically easy-to-read report on the current situation so that the topic is actualized and given an initial dimension and definition, followed by raising awareness activities to reach the public and point out the existence of corruption viewed with a gender lens.
- Preparing studies on gender and corruption and its impact on sustainable development.
- Encouraging the collection of statistics and studies on the subject in the frame of the concrete initiatives to address the challenge of non-availability of data, data whose disaggregation allows to measure how men, women and people with other characteristics are affected differently by corruption.

### INCLUSION IN WORK PLANS OF PROGRAMS OR PROJECTS THAT TAKE INTO ACCOUNT GENDER

- Signing national and international agreements on gender and corruption.
- Promoting women in decision-making positions.
- Highlighting the links between corruption and gender, given that their connections may not be evident to all the actors leading the fight against corruption, it is necessary to understand the proper use of public resources from a gender perspective.

### RAISING AWARENESS CAMPAIGNS TO EDUCATE THE PUBLIC ON THE GENDER AND CORRUPTION PHENOMENON.

- Trainings provided by gender and corruption experts, focused on recognizing gender specific forms of corruption, ways to best prevent them and protect the employees of the gender-specific forms of corruption.
- Training programs, seminars, and workshops on gender and corruption may further build up the NCPA members' capacity.
- Organizing an event about the topic and a NCPA working group.

*The integration of gender should be perceived as a factor of change in the strategies of promoting integrity measures and combating corruption by working on:*

- o Promoting the principles and culture of gender and human rights at the internal level, integrating their standards;*
- o Developing policies and programs that bridge gender gaps to ensure both men and women benefit equally from those programs with the aim of preventing and combating corruption and promoting integrity, in line with; international treaties and policies.*
- o Mainstreaming human rights based on UNCU and the nine-core international human rights treaties, and ensuring that any policy or program promotes the principles of inclusion, non-discrimination, accountability and that the program or policy outcomes adhere to human rights standards in terms of availability, accessibility, and quality.*

### ***Find out more and get involved***

*For additional information on the topic and initiatives mentioned in this Guide,  
please consult the ANNEX.*

*To find out more about joining the Network of Corruption Prevention Authorities  
please contact the [NCPA website](#).*



# Annex:

# Additional information and initiatives





## Gender Focused Studies *(by alphabetical order of Member Country)*

1. AL\_“Trust in governance”, NGOs surveys.
2. EC\_In 2019 a survey on gender equality in the Office of the Comptroller General of the State of Ecuador was conducted with a sample of 1.553 officials at the national level with the objective of knowing the reception on gender equality in the institution. Through this input, an attempt was made to measure levels of knowledge on the subject, organizational culture, implementation of the same, as well as harassment at work. This report concludes that it is necessary to strengthen the knowledge of the staff on the Sustainable Development Goal that refers to gender equality and the need to consolidate a gender policy. The institution is currently implementing the OLACEFS Gender Equality and Non-Discrimination Policy. To this end, a working group has been appointed and is working on obtaining an institutional diagnosis through a feasibility study.
3. MD\_“Impact of corruption on women’s career development opportunities in the Central Administration of the Republic of Moldova”, Sociological Research produced by the Institute of Public Policies, with the support of United Nations Development Program (UNDP), 2016;
4. MK\_Gender aspects of the corruption with reference to the Republic of North Macedonia
5. PS\_Palestinian Central Bureau of Statistics, Key Indicators; Naser, H. Khadeeja, (2014);
6. A Report on Corruption Perception for Palestinian Women, PACC and MWA;
7. Women Strategic Anti-Corruption Trend Document;
8. Coalition for Integrity and Accountability (AMAN), (2021).
9. A review and analysis for Anti-Corruption Law and its supporting regulations from a gender perspective, Palestine: Ramallah Coalition for Integrity and Accountability (AMAN), (2021);
10. A guide on preventive measures against risks of corruption based-gender in the civil institutions, Palestine: Ramallah Coalition for Integrity and Accountability (AMAN), (2021);

11. A guide on how to combat gender-based corruption in the provision of social services, Palestine: Ramallah Coalition for Integrity and Accountability (AMAN), (2021);
12. A review of the sectoral strategy for social development from gender and anti-corruption perspective, Palestine: Ramallah. Coalition for Integrity and Accountability (AMAN), (2021), Preventive measures against gender-based corruption risks in the provision of social services, Palestine: Ramallah;
13. Arab World for Research and Development, Palestinian Working Women Society for Development, (2016), A study on Palestinian women participation in local government: experience, evaluation and indication;
14. UK\_Corruption through the eyes of women and men, Ukraine, November 2018, The study aimed at evaluating women's and men's perceptions of corruption and its impact on their lives. The findings of the research enable more effective efforts of stakeholders to counteract corruption, promote gender equality, and empower women. A report on the research study is available in English;
15. Gender aspects of corruption in higher education of Ukraine;

## National Projects

1. The Technical Support Program for Good Governance in Greece "Part II Support for the development of Intermunicipal Cooperation is implemented during 2019-2020. A Handbook described the institution of inter-municipal cooperation in detail is produced with the aim of strengthening Intermunicipal Cooperation (IMC) at national level. The 13th Annex of the "Handbook for Intermunicipal Cooperation in Greece" entitled "How the IMC can enhance the participation of women in political life" concerned preliminary research conducted between September – October 2020, for the analysis of reasons of low women participation in political life in regional level and on whether there are useful cooperative tools for the support of indirect or direct gender mainstreaming policies.
2. Project on the role of women in leadership positions in the public sector; A project to enhance the role of women in leadership in spreading the values of national integrity; The prevalence of wasta and nepotism in the Jordanian public sector.